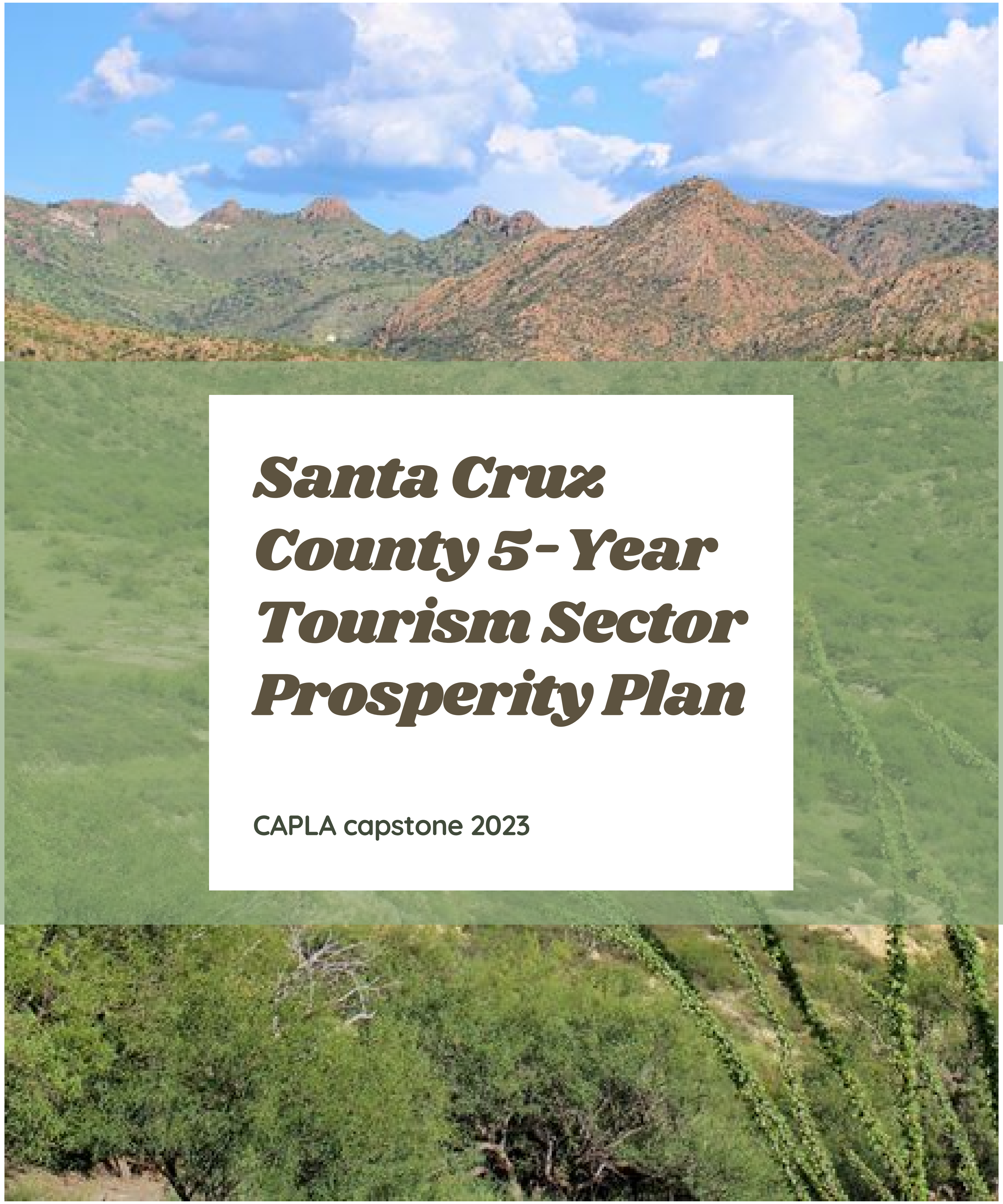


Santa Cruz County 5-Year Tourism Sector Prosperity Plan

CAPLA capstone 2023

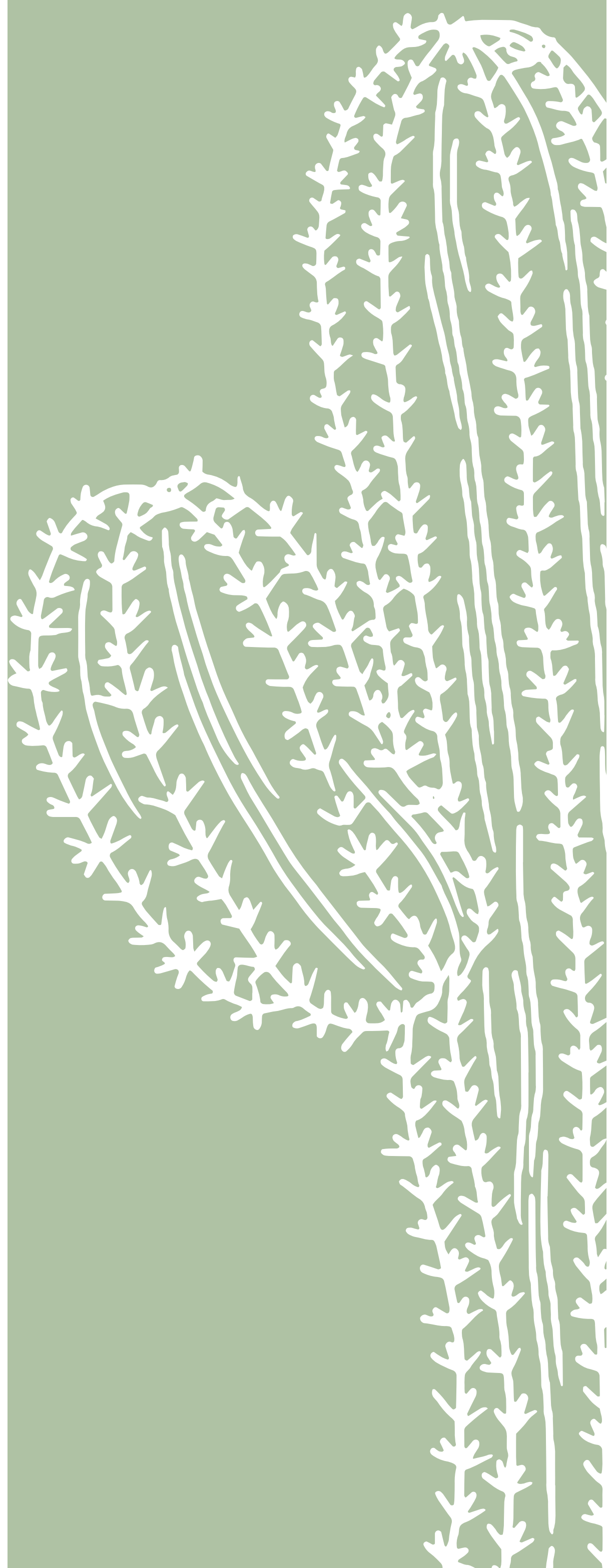
Prepared By

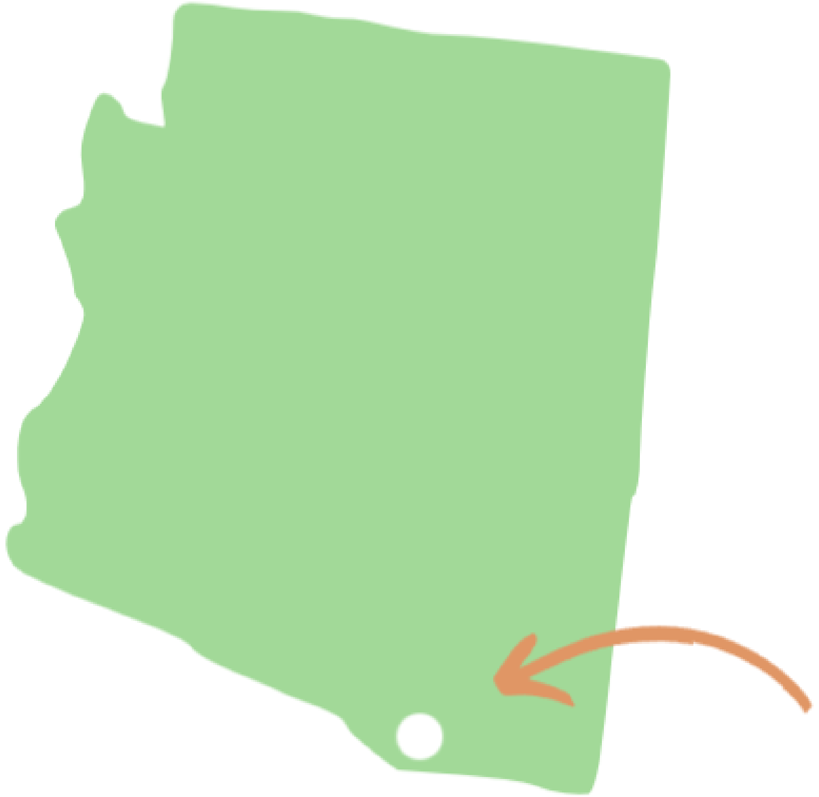
Project Lead: Stephanie Smith
Project Team: Nate Dyhre
Sarah McDowell
Anushka Phalke
Katie Wallace

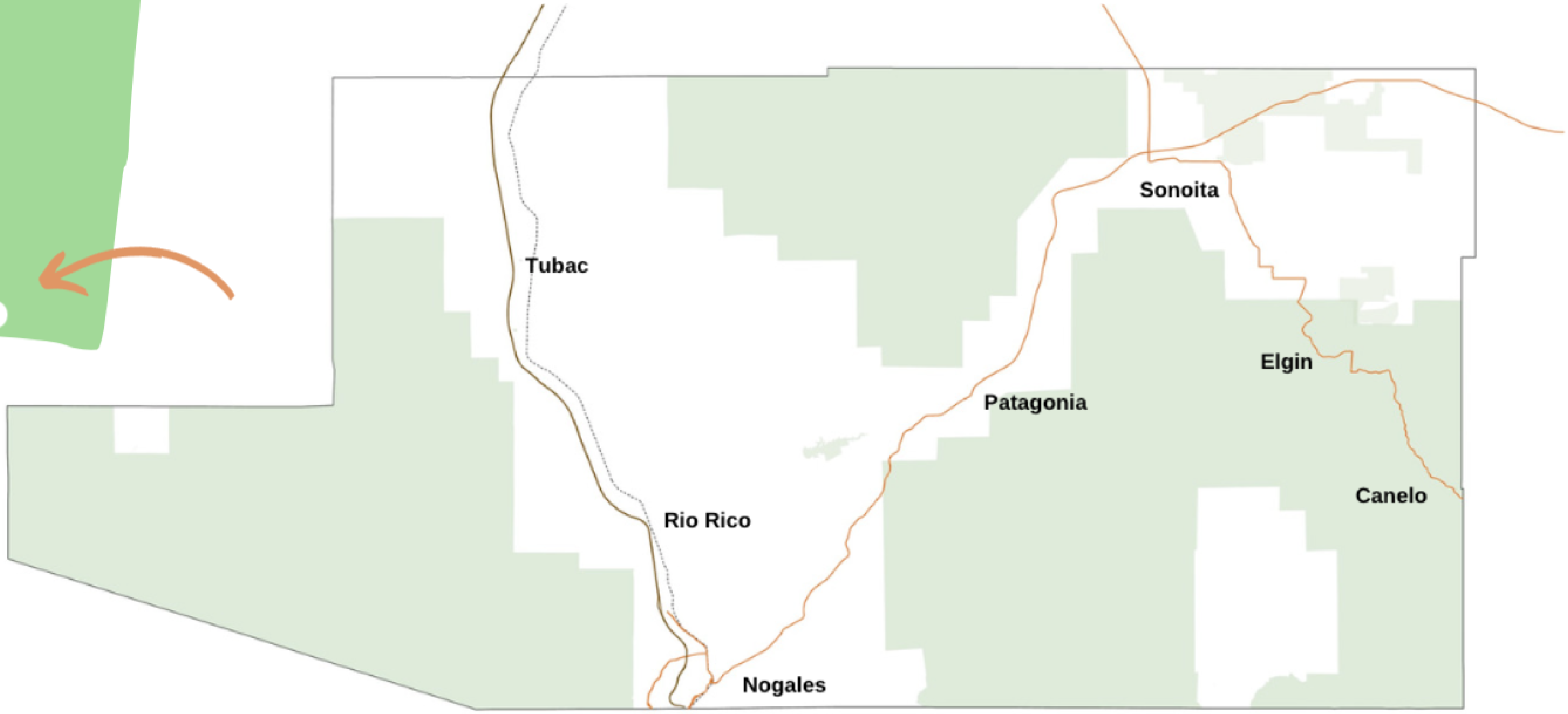
SCC Client: Angie Donelson
Frank Dillon

Studio Faculty: Kristi Currans
Kenny Wong

Santa Cruz County, AZ





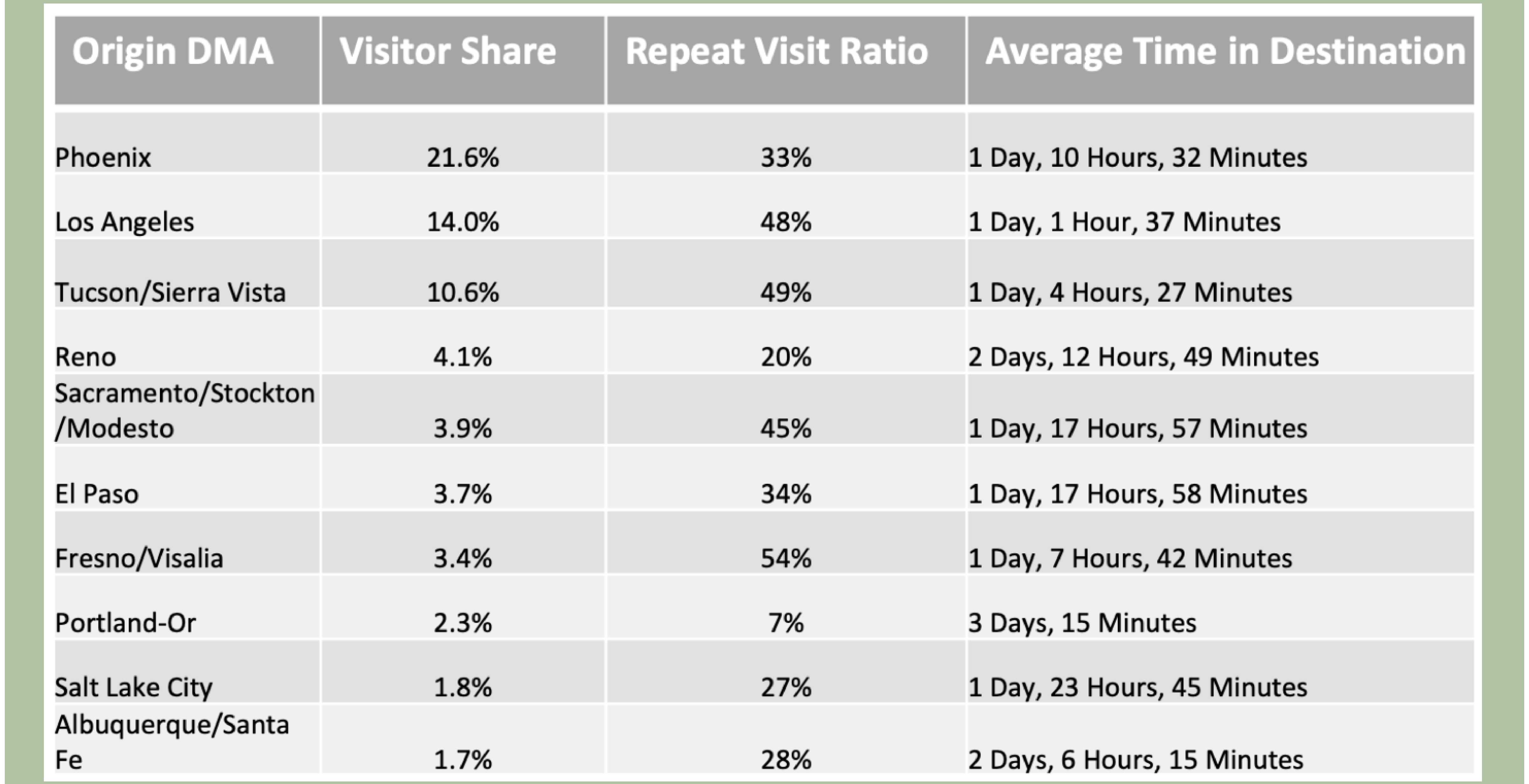

Tubac
Sonoita
Elgin
Patagonia
Canelo
Rio Rico
Nogales

Research and Analysis

Target
Pima County

Direct Competitor
Cochise County

Aspirational
Yavapai County

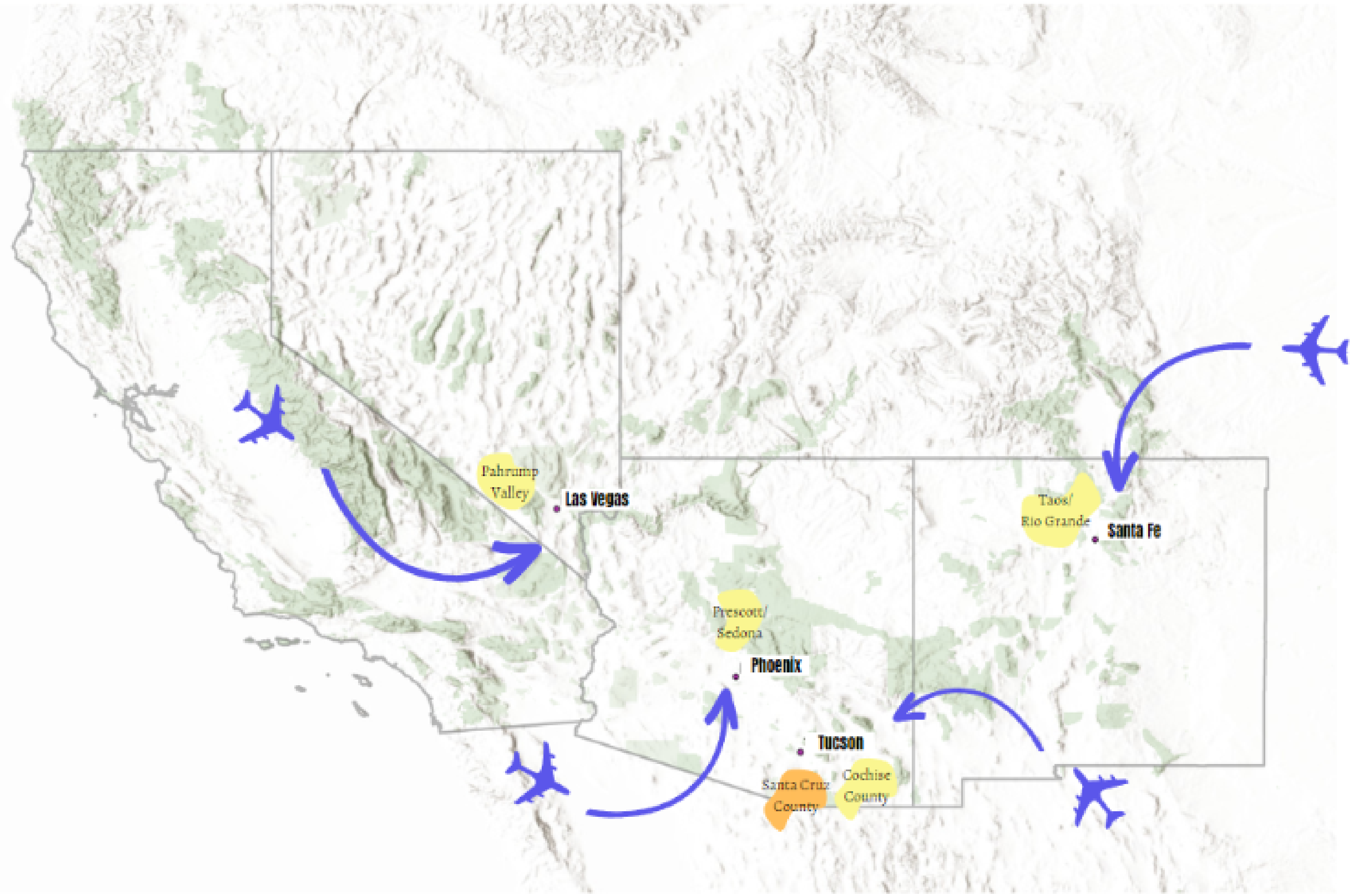


Origin DMA	Visitor Share	Repeat Visit Ratio	Average Time in Destination
Phoenix	21.6%	33%	1 Day, 10 Hours, 32 Minutes
Los Angeles	14.0%	48%	1 Day, 1 Hour, 37 Minutes
Tucson/Sierra Vista	10.6%	49%	1 Day, 4 Hours, 27 Minutes
Reno	4.1%	20%	2 Days, 12 Hours, 49 Minutes
Sacramento/Stockton /Modesto	3.9%	45%	1 Day, 17 Hours, 57 Minutes
El Paso	3.7%	34%	1 Day, 17 Hours, 58 Minutes
Fresno/Visalia	3.4%	54%	1 Day, 7 Hours, 42 Minutes
Portland-Or	2.3%	7%	3 Days, 15 Minutes
Salt Lake City	1.8%	27%	1 Day, 23 Hours, 45 Minutes
Albuquerque/Santa Fe	1.7%	28%	2 Days, 6 Hours, 15 Minutes

Santa Cruz County Tourism Visitation

https://tourism.az.gov/wp-content/uploads/2021/08/Santa-Cruz_Arrivalist-One-Pager_GCOT-2021.pdf

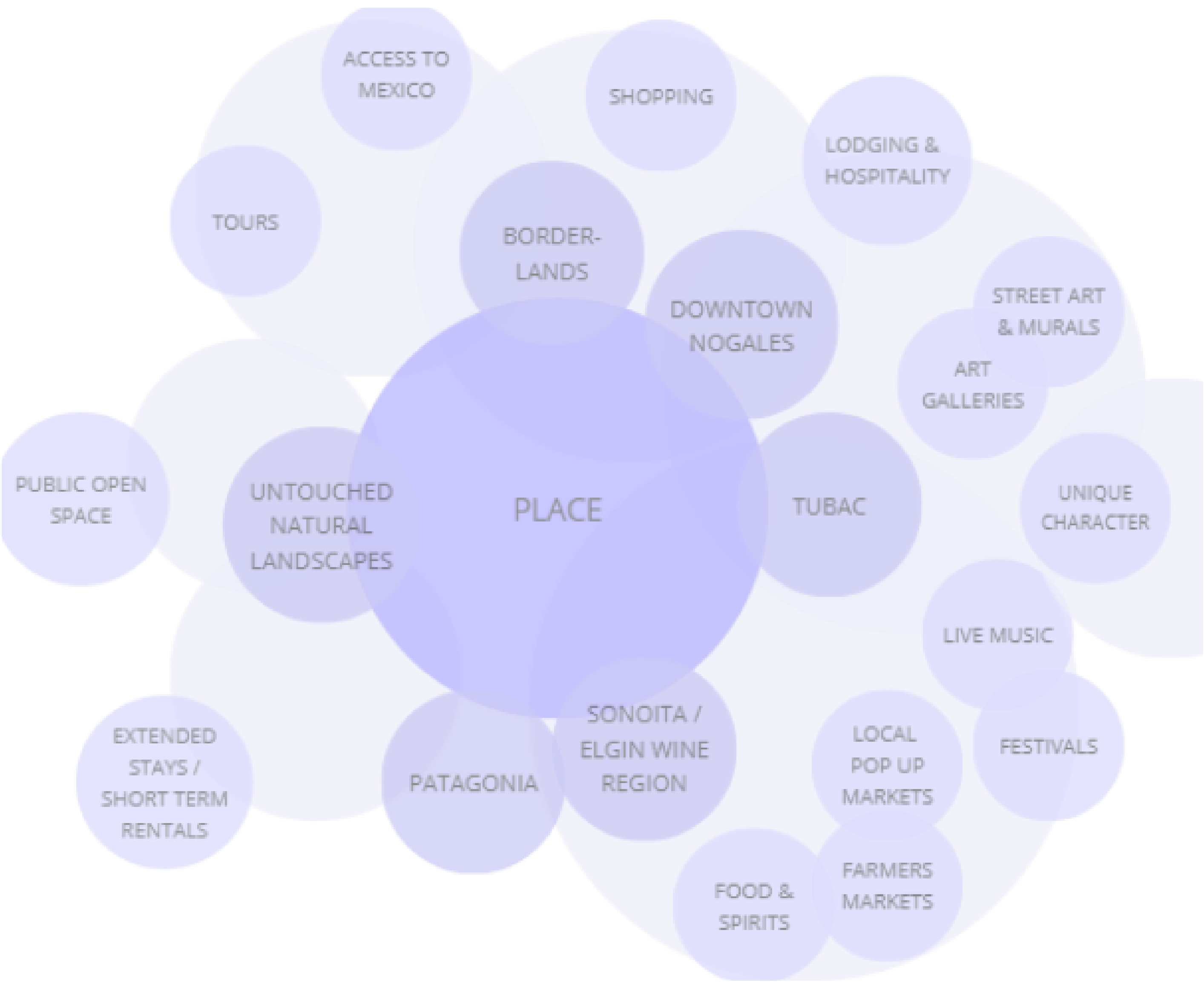
Research and Analysis

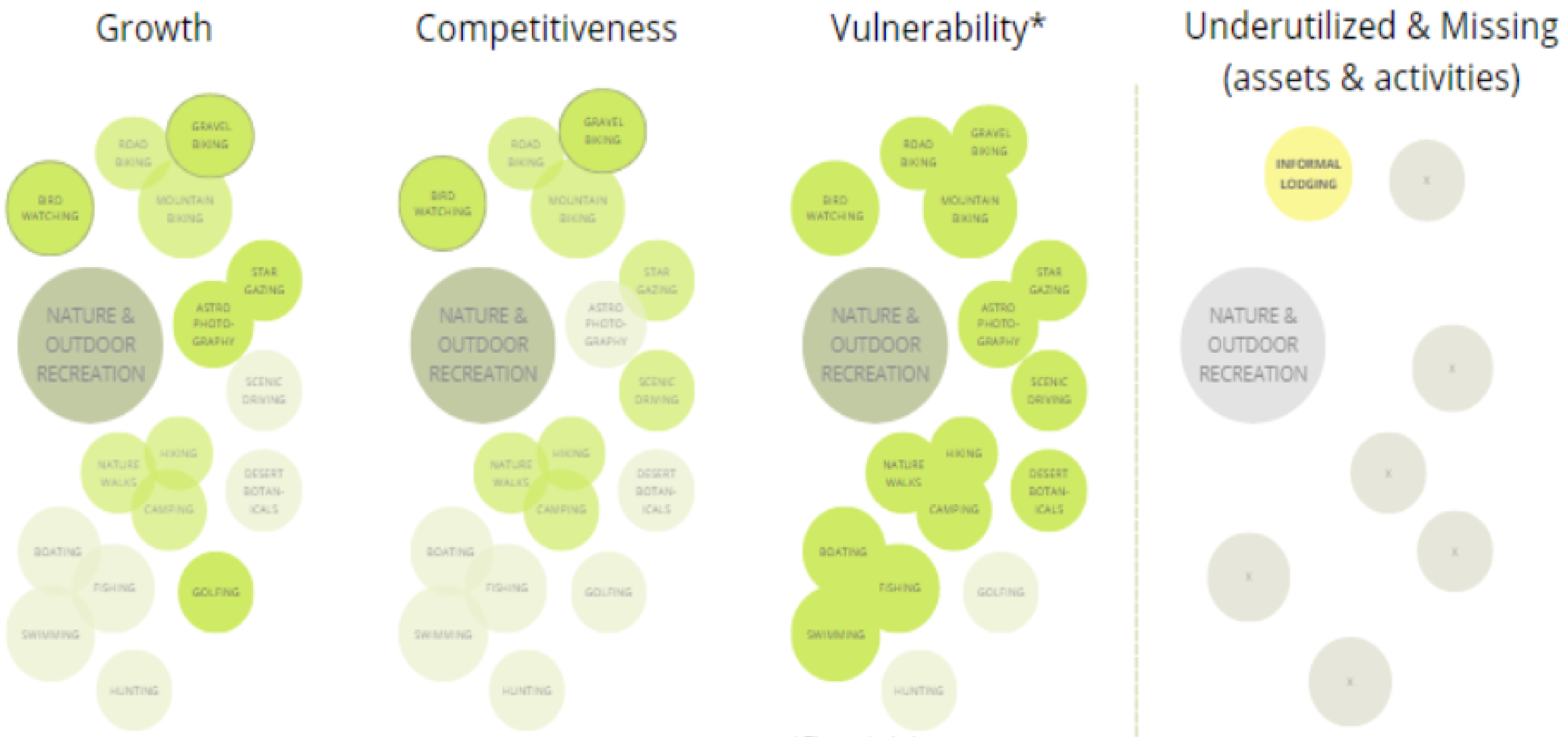

Pahrump Valley
Las Vegas
Taos/ Rio Grande
Santa Fe
Prescott/ Sedona
Phoenix
Tucson
Santa Cruz County
Cochise County

	Not Over-Touristed	Heritage Area	Wine or Spirits	National Park/Forest	Districts or 'Places'	Approx Visitation (per year)
Santa Fe - Taos		✓	✓		✓	900,000
Las Vegas - Pahrump	✓		✓	✓		500,000
Tucson - Cochise County	✓		✓	✓	✓	500,000
Phoenix - Sedona			✓		✓	3.5 million
Tucson - Santa Cruz County	✓	✓	✓	✓	✓	200,000 (?)

Competitor Analysis

Research and Analysis


ACCESS TO MEXICO
SHOPPING
LODGING & HOSPITALITY
TOURS
BORDER-LANDS
DOWNTOWN NOGALES
STREET ART & MURALS
ART GALLERIES
PUBLIC OPEN SPACE
UNTOUCHED NATURAL LANDSCAPES
PLACE
TUBAC
UNIQUE CHARACTER
LIVE MUSIC
EXTENDED STAYS / SHORT TERM RENTALS
PATAGONIA
SONOITA / ELGIN WINE REGION
LOCAL POP UP MARKETS
FESTIVALS
FOOD & SPIRITS
FARMERS MARKETS


Growth

Competitiveness

Vulnerability*

Underutilized & Missing (assets & activities)
ROAD BIKING
GRAVEL BIKING
BIRD WATCHING
MOUNTAIN BIKING
NATURE & OUTDOOR RECREATION
STAR GAZING
ASTRO PHOTO-GRAPHY
SCENIC DRIVING
NATURE WALKS
HIKING
CAMPING
DESERT BOTAN-ICALS
BOATING
FISHING
GOLFING
SWIMMING
HUNTING
INFORMAL LODGING
x

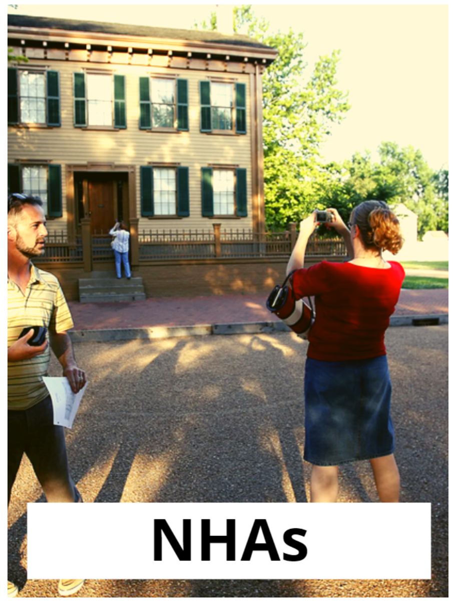
* Threats include:
Mining activity
Climate change
Growth & development

Asset Mapping

Research and Analysis

WELCOME TO THE
TRAVEL OREGON
RURAL TOURISM STUDIO

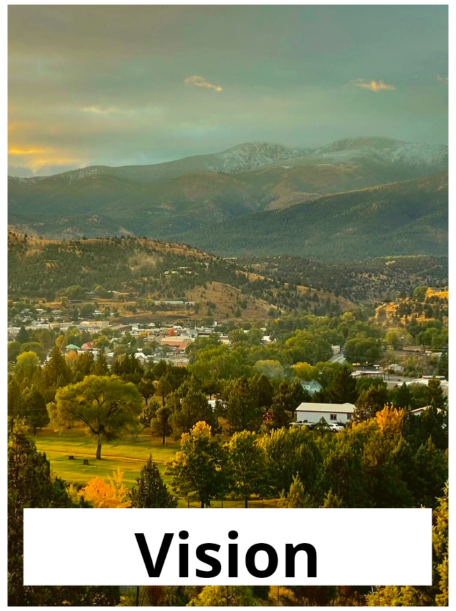
Workshopping



NHAs

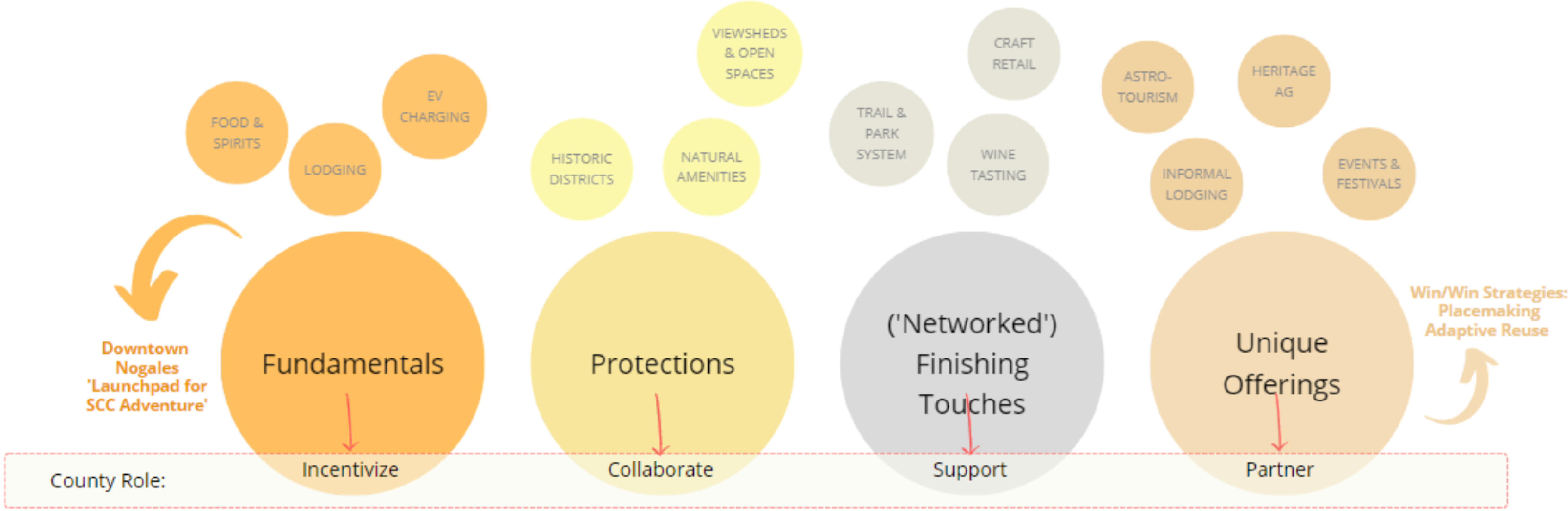
Silver City

Branding & Marketing



Vision

Case Studies



FOOD & SPIRITS

LODGING

EV CHARGING

HISTORIC DISTRICTS

NATURAL AMENITIES

VIEWSHEDS & OPEN SPACES

TRAIL & PARK SYSTEM

CRAFT RETAIL

WINE TASTING

ASTRO-TOURISM

INFORMAL LODGING

HERITAGE AG

EVENTS & FESTIVALS

Downtown Nogales 'Launchpad for SCC Adventure'

Fundamentals

Protections

('Networked') Finishing Touches

Unique Offerings

Win/Win Strategies: Placemaking Adaptive Reuse

County Role: Incentivize | Collaborate | Support | Partner

Project Types & County Role

Seed Projects

Adopt A Highway: I-19
Nate Dyhre

Business Improvement District: Grand Ave
Nate Dyhre

Urban Vacant Land Program
Nate Dyhre

Main Streets Place Protection
Sarah McDowell

Cross-Border Community Art
Sarah McDowell

Dark Skies Protection and Development
Sarah McDowell

Sonoran Heritage Garden
Sarah McDowell

Trail System
Stephanie Smith

Craft Retail
Stephanie Smith

Informal Lodging
Stephanie Smith

Urban Agriculture
Stephanie Smith

Signage and Wayfinding
Anushka Phalke

County-wide Shuttle Service
Anushka Phalke

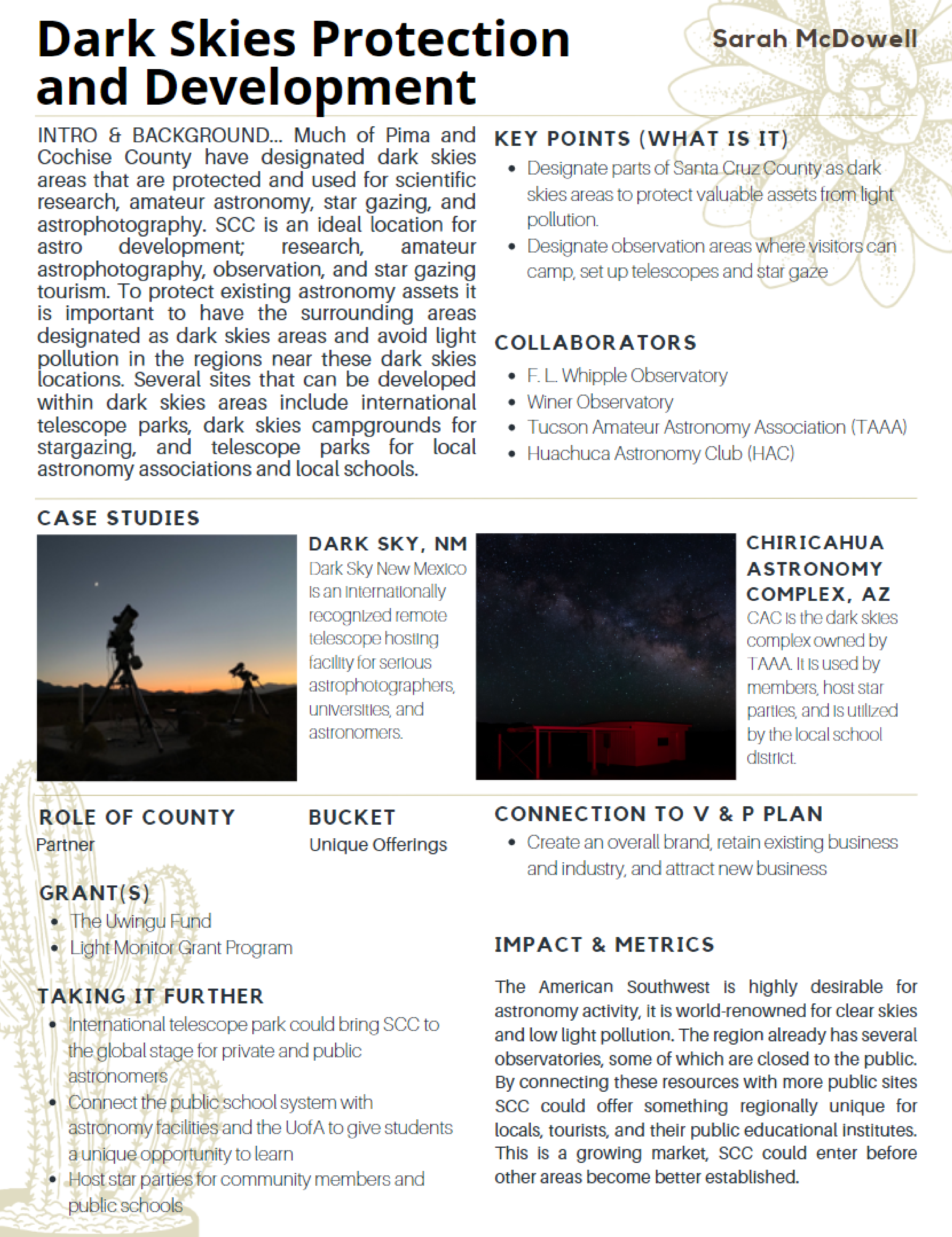
Recurring Events
Anushka Phalke

Food Truck Parks
Katie Wallace

Wine Tasting Rooms
Katie Wallace

Adaptive Reuse/ Pop up Shops
Katie Wallace

Seed Projects



Dark Skies Protection and Development

Sarah McDowell

INTRO & BACKGROUND... Much of Pima and Cochise County have designated dark skies areas that are protected and used for scientific research, amateur astronomy, star gazing, and astrophotography. SCC is an ideal location for astro development; research, amateur astrophotography, observation, and star gazing tourism. To protect existing astronomy assets it is important to have the surrounding areas designated as dark skies areas and avoid light pollution in the regions near these dark skies locations. Several sites that can be developed within dark skies areas include international telescope parks, dark skies campgrounds for stargazing, and telescope parks for local astronomy associations and local schools.

KEY POINTS (WHAT IS IT)

- Designate parts of Santa Cruz County as dark skies areas to protect valuable assets from light pollution.
- Designate observation areas where visitors can camp, set up telescopes and star gaze

COLLABORATORS

- F. L. Whipple Observatory
- Winer Observatory
- Tucson Amateur Astronomy Association (TAAA)
- Huachuca Astronomy Club (HAC)

CASE STUDIES

DARK SKY, NM

Dark Sky New Mexico is an internationally recognized remote telescope hosting facility for serious astrophotographers, universities, and astronomers.

CHIRICAHUA ASTRONOMY COMPLEX, AZ

CAC is the dark skies complex owned by TAAA. It is used by members, host star parties, and is utilized by the local school district.

ROLE OF COUNTY

Partner

BUCKET

Unique Offerings

CONNECTION TO V & P PLAN

- Create an overall brand, retain existing business and industry, and attract new business

GRANT(S)

- The Uwingu Fund
- Light Monitor Grant Program

TAKING IT FURTHER

- International telescope park could bring SCC to the global stage for private and public astronomers
- Connect the public school system with astronomy facilities and the UofA to give students a unique opportunity to learn
- Host star parties for community members and public schools

IMPACT & METRICS

The American Southwest is highly desirable for astronomy activity, it is world-renowned for clear skies and low light pollution. The region already has several observatories, some of which are closed to the public. By connecting these resources with more public sites SCC could offer something regionally unique for locals, tourists, and their public educational institutes. This is a growing market, SCC could enter before other areas become better established.

Nate Dyhre:

- Adopt A Highway; Business Improvement District: Grand Ave; Urban Vacant Land Program

Stephanie Smith:

- Trail System; Craft Retail; Informal Lodging; Urban Agriculture

Sarah McDowell:

- Main Street Protection; Cross Border Community Art; Dark Skies Protection; Sonoran Heritage Garden

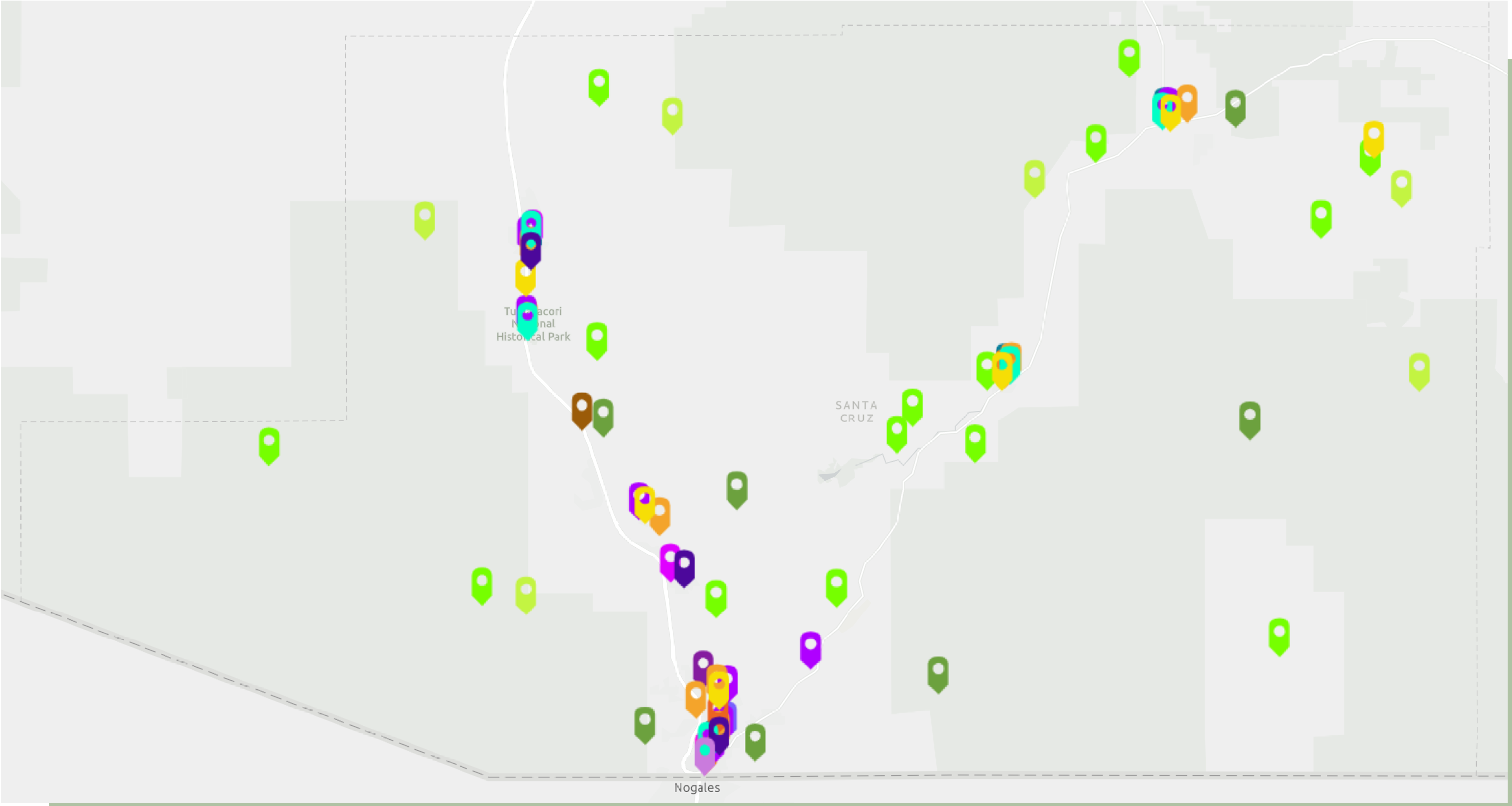
Anushka Phalke:

- Signage and Wayfinding; County-Wide Shuttle Service; Recurring Events

Katie Wallace:

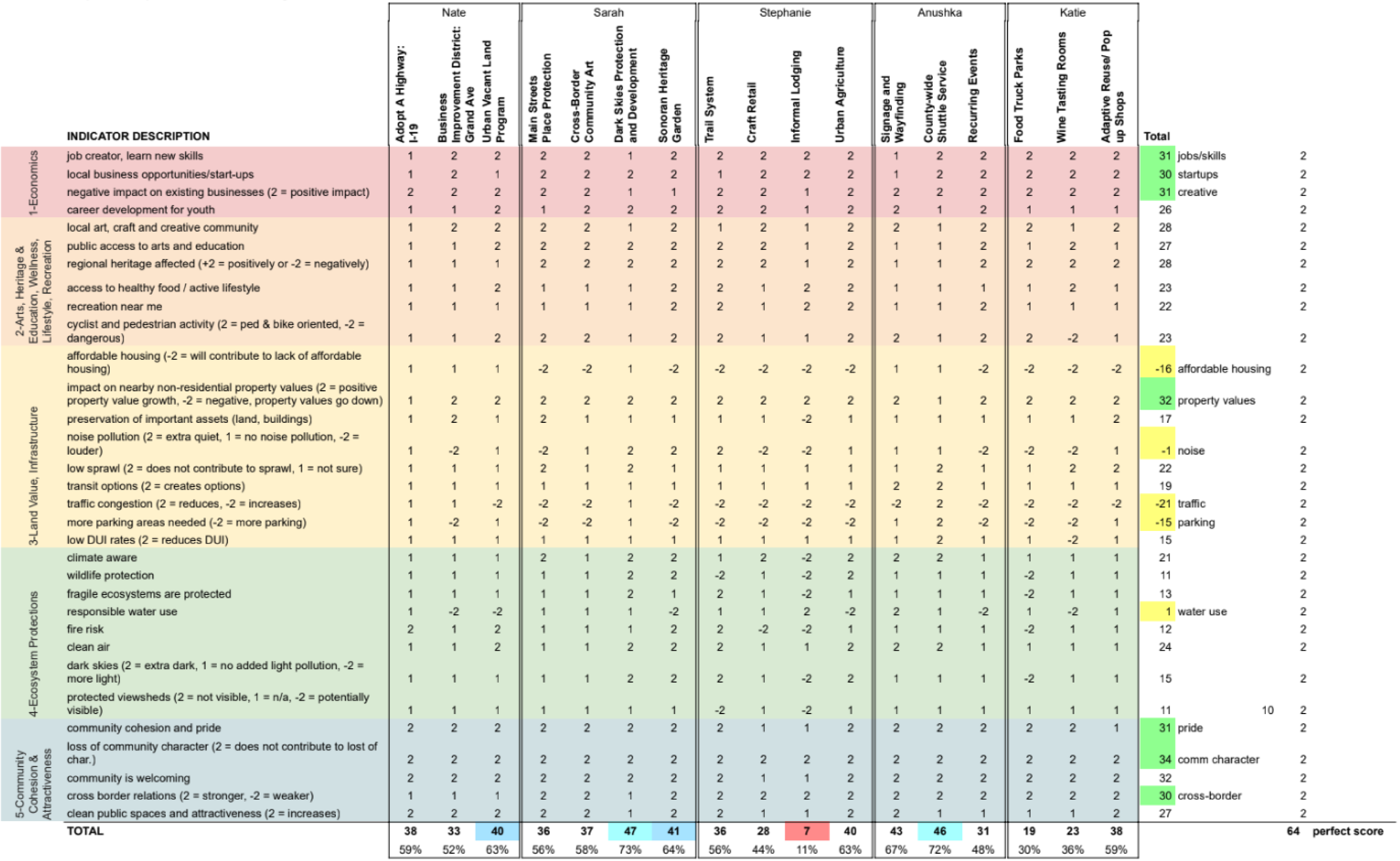
- Food Truck Parks; Wine Tasting Rooms; Adaptive Reuse/Pop Up Shops

Seed Projects


SANTA CRUZ
Nogales

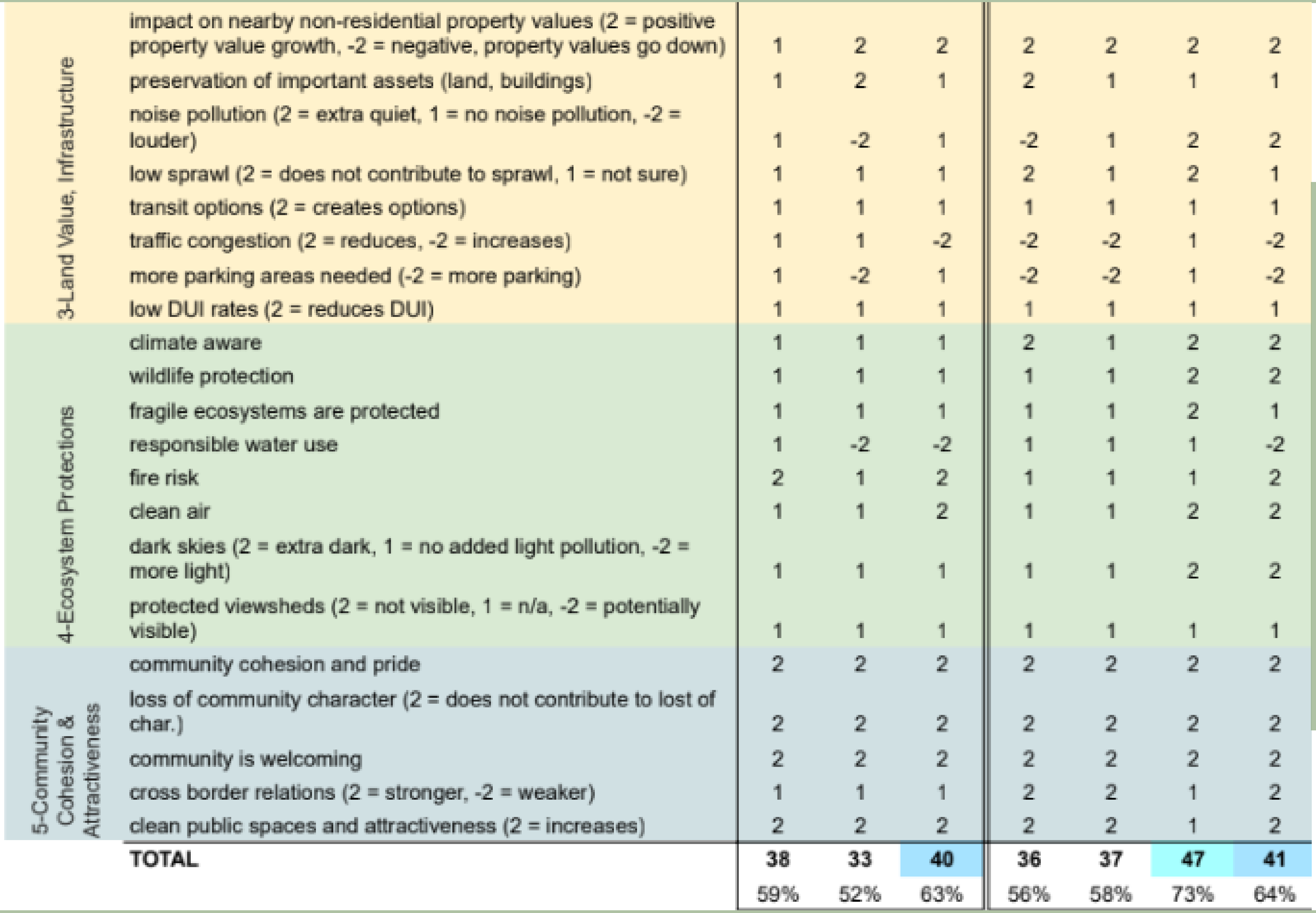
https://storymaps.arcgis.com/stories/7b353c30dd014a14b9f0261a64e24c7a

Scenario Planning & Impact Assessment

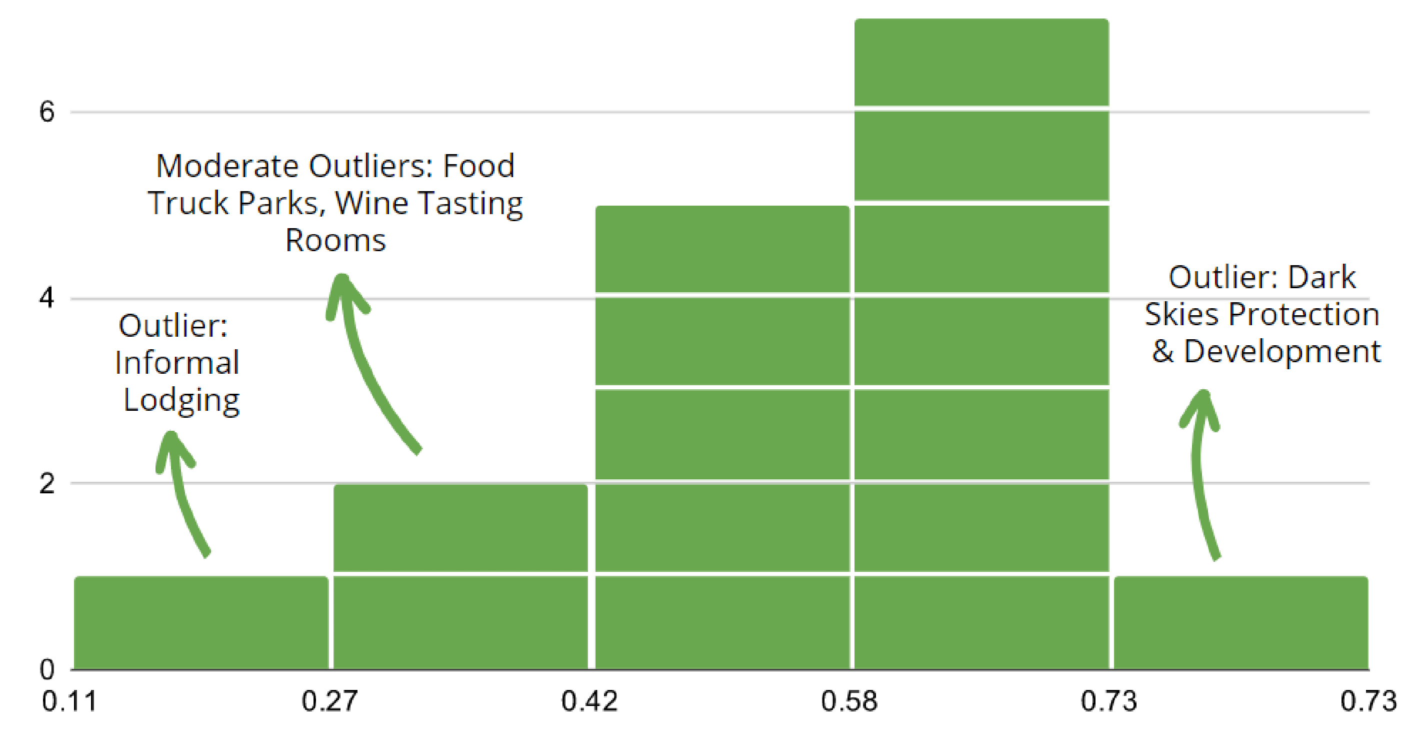


		Nate			Sarah				Stephanie				Anushka			Katie							
	INDICATOR DESCRIPTION	**Adopt A Highway: I-19**	**Business Improvement District: Grand Ave**	**Urban Vacant Land Program**	**Main Streets Place Protection**	**Cross-Border Community Art**	**Dark Skies Protection and Development**	**Sonoran Heritage Garden**	**Trail System**	**Craft Retail**	**Informal Lodging**	**Urban Agriculture**	**Signage and Wayfinding**	**County-wide Shuttle Service**	**Recurring Events**	**Food Truck Parks**	**Wine Tasting Rooms**	**Adaptive Reuse/ Pop up Shops**	**Total**				
1-Economics	job creator, learn new skills	1	2	2	2	2	1	2	2	2	2	2	1	2	2	2	2	2	31	jobs/skills		2	
	local business opportunities/start-ups	1	2	1	2	2	2	2	1	2	2	2	1	2	2	2	2	2	30	startups		2	
	negative impact on existing businesses (2 = positive impact)	2	2	2	2	2	1	1	2	2	1	2	2	2	2	2	2	2	31	creative		2	
	career development for youth	1	1	2	1	2	2	2	2	2	1	2	2	1	2	1	1	1	26			2	
2-Arts, Heritage & Education, Wellness, Lifestyle, Recreation	local art, craft and creative community	1	2	2	2	2	1	2	1	2	1	2	2	1	2	2	1	2	28			2	
	public access to arts and education	1	1	2	2	2	2	2	2	2	1	2	1	1	2	1	2	1	27			2	
	regional heritage affected (+2 = positively or -2 = negatively)	1	1	1	2	2	2	2	2	2	1	2	1	1	2	2	2	2	28			2	
	access to healthy food / active lifestyle	1	1	2	1	1	1	2	2	1	2	2	1	1	1	1	2	1	23			2	
	recreation near me	1	1	1	1	1	1	2	2	1	2	2	1	1	2	1	1	1	22			2	
	cyclist and pedestrian activity (2 = ped & bike oriented, -2 = dangerous)	1	1	2	2	2	1	2	2	1	1	2	2	1	2	2	-2	1	23			2	
3-Land Value, Infrastructure	affordable housing (-2 = will contribute to lack of affordable housing)	1	1	1	-2	-2	1	-2	-2	-2	-2	-2	1	1	-2	-2	-2	-2	-16	affordable housing		2	
	impact on nearby non-residential property values (2 = positive property value growth, -2 = negative, property values go down)	1	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	32	property values		2	
	preservation of important assets (land, buildings)	1	2	1	2	1	1	1	1	1	-2	1	1	1	1	1	1	2	17			2	
	noise pollution (2 = extra quiet, 1 = no noise pollution, -2 = louder)	1	-2	1	-2	1	2	2	2	-2	-2	1	1	1	-2	-2	-2	1	-1	noise		2	
	low sprawl (2 = does not contribute to sprawl, 1 = not sure)	1	1	1	2	1	2	1	1	1	1	1	1	2	1	1	2	2	22			2	
	transit options (2 = creates options)	1	1	1	1	1	1	1	1	1	1	1	2	2	1	1	1	1	19			2	
	traffic congestion (2 = reduces, -2 = increases)	1	1	-2	-2	-2	1	-2	-2	-2	-2	-2	-2	2	-2	-2	-2	-2	-21	traffic		2	
	more parking areas needed (-2 = more parking)	1	-2	1	-2	-2	1	-2	-2	-2	-2	-2	1	2	-2	-2	-2	1	-15	parking		2	
	low DUI rates (2 = reduces DUI)	1	1	1	1	1	1	1	1	1	1	1	1	2	1	1	-2	1	15			2	
4-Ecosystem Protections	climate aware	1	1	1	2	1	2	2	1	2	-2	2	2	2	1	1	1	1	21			2	
	wildlife protection	1	1	1	1	1	2	2	-2	1	-2	2	1	1	1	-2	1	1	11			2	
	fragile ecosystems are protected	1	1	1	1	1	2	1	2	1	-2	1	1	1	1	-2	1	1	13			2	
	responsible water use	1	-2	-2	1	1	1	-2	1	1	2	-2	2	1	-2	1	-2	1	1	water use		2	
	fire risk	2	1	2	1	1	1	2	2	-2	-2	1	1	1	1	-2	1	1	12			2	
	clean air	1	1	2	1	1	2	2	2	1	1	2	2	2	1	1	1	1	24			2	
	dark skies (2 = extra dark, 1 = no added light pollution, -2 = more light)	1	1	1	1	1	2	2	2	1	-2	2	1	1	1	-2	1	1	15			2	
	protected viewsheds (2 = not visible, 1 = n/a, -2 = potentially visible)	1	1	1	1	1	1	1	-2	1	-2	1	1	1	1	1	1	1	11		10	2	
5-Community Cohesion & Attractiveness	community cohesion and pride	2	2	2	2	2	2	2	2	1	1	2	2	2	2	2	2	1	31	pride		2	
	loss of community character (2 = does not contribute to lost of char.)	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	34	comm character		2	
	community is welcoming	2	2	2	2	2	2	2	2	1	1	2	2	2	2	2	2	2	32			2	
	cross border relations (2 = stronger, -2 = weaker)	1	1	1	2	2	1	2	2	2	2	2	2	2	2	2	2	2	30	cross-border		2	
	clean public spaces and attractiveness (2 = increases)	2	2	2	2	2	1	2	2	1	1	2	2	1	1	1	1	2	27			2	
	TOTAL	**38**	**33**	**40**	**36**	**37**	**47**	**41**	**36**	**28**	**7**	**40**	**43**	**46**	**31**	**19**	**23**	**38**				**64**	**perfect score**
		59%	52%	63%	56%	58%	73%	64%	56%	44%	11%	63%	67%	72%	48%	30%	36%	59%					

Scenario Planning & Impact Assessment



3-Land Value, Infrastructure	impact on nearby non-residential property values (2 = positive property value growth, -2 = negative, property values go down)	1	2	2	2	2	2	2
	preservation of important assets (land, buildings)	1	2	1	2	1	1	1
	noise pollution (2 = extra quiet, 1 = no noise pollution, -2 = louder)	1	-2	1	-2	1	2	2
	low sprawl (2 = does not contribute to sprawl, 1 = not sure)	1	1	1	2	1	2	1
	transit options (2 = creates options)	1	1	1	1	1	1	1
	traffic congestion (2 = reduces, -2 = increases)	1	1	-2	-2	-2	1	-2
	more parking areas needed (-2 = more parking)	1	-2	1	-2	-2	1	-2
	low DUI rates (2 = reduces DUI)	1	1	1	1	1	1	1
4-Ecosystem Protections	climate aware	1	1	1	2	1	2	2
	wildlife protection	1	1	1	1	1	2	2
	fragile ecosystems are protected	1	1	1	1	1	2	1
	responsible water use	1	-2	-2	1	1	1	-2
	fire risk	2	1	2	1	1	1	2
	clean air	1	1	2	1	1	2	2
	dark skies (2 = extra dark, 1 = no added light pollution, -2 = more light)	1	1	1	1	1	2	2
	protected viewsheds (2 = not visible, 1 = n/a, -2 = potentially visible)	1	1	1	1	1	1	1
5-Community Cohesion & Attractiveness	community cohesion and pride	2	2	2	2	2	2	2
	loss of community character (2 = does not contribute to lost of char.)	2	2	2	2	2	2	2
	community is welcoming	2	2	2	2	2	2	2
	cross border relations (2 = stronger, -2 = weaker)	1	1	1	2	2	1	2
	clean public spaces and attractiveness (2 = increases)	2	2	2	2	2	1	2
	TOTAL	**38**	**33**	**40**	**36**	**37**	**47**	**41**
		59%	52%	63%	56%	58%	73%	64%



Moderate Outliers: Food Truck Parks, Wine Tasting Rooms

Outlier: Informal Lodging

Outlier: Dark Skies Protection & Development

Overall average = 54%

Analysis of Negative Impacts

5 Community = 91%

1 Jobs = 87%

2 Arts, Heritage, Recreation = 74%

4 Ecosystem = 40%

3 Infrastructure = 17%

Affordable Housing

Parking

Traffic Congestion

Noise

Water Use

Dark Skies Protection and Development

Overall score = **73%**

Top scores in:
- Ecosystem
- Community

Lower scores in:
- Infrastructure

Keywords & discussion:
Dark skies initiatives are win-win

Informal Lodging

Overall score = **11%**

Top scores in:
- Jobs

Lower scores in:
- Ecosystem

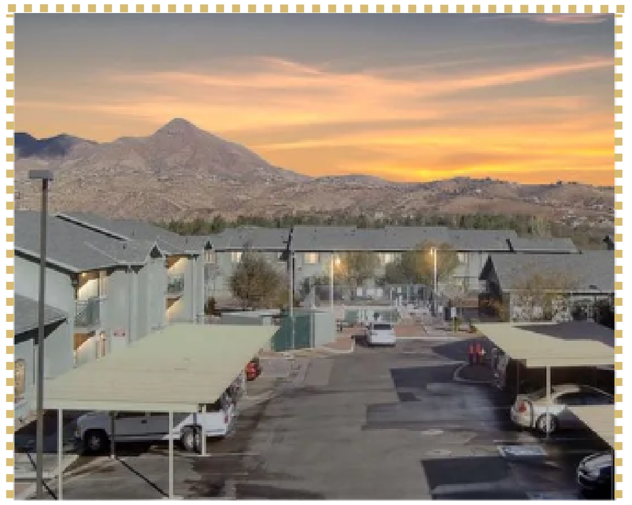
Keywords & discussion:
Good in theory but when these are located outside of community centers the costs are high

Impact Mitigation through Case studies

Traffic Congestion
Score: -21

Case studies:
Sedona, AZ
Durango, CO

Strategies:
Traffic monitoring
Pedestrian streets
Congestion pricing



Affordable Housing
Score: -16

Case studies:
Moab, UT
Richmond, VA

Strategies:
Increasing building density
Accessory Dwelling Units
Revitalizing older neighborhoods

Parking Management
Score: -15

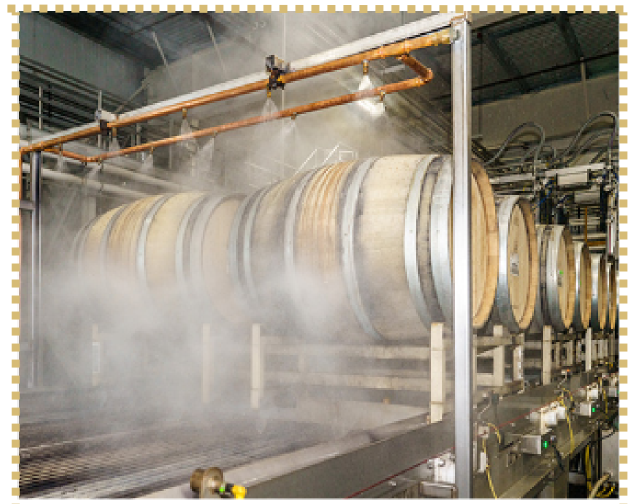
Case studies:
Hood River, OR
Aspen, CO

Strategies:
Limiting parking spaces
Incentivizing transit options
Car free day

Noise
Score: -1

Case studies:
National Park Service, USA
Bar Harbor, ME

Strategies:
Silent areas
Encouraging walking/biking
Noise absorbing materials



Water Use
Score: 1

Case studies:
Jackson Family Wines, CA
Desert cities, AZ

Strategies:
Water metering
Harvesting water
Recycling water

Conclusion

	Nogales	Rio Rico	Tubac/Tumac.	Patagonia	Sonoita/Elgin/Canelo
'Prosperity' Keywords	Growth - **Beautification** - **Protection** - **Border Culture** - **Placemaking** - **Wellness** - **Recreation** - **Prosperity for All**	Sense of Place - **Community-Building** - **Placemaking** - **Recreation** - **Wellness**	Optimization - **Expanding Networks** - **Protection** - **Local Experience**	Protection - **Nature-Based Lifestyle** - **Expanding Networks** - **Low-Impact** - **Community Cohesion**	Safety - **Ranching/Wine Lifestyle** - **Expanding Networks** - **Low-Impact** - **Community Cohesion** - **Viewsheds**
Opportunities	Build a tourism foundation (new biz, jobs & skills); attract from North & South	Use 'tourism' as an opportunity to build community	Mitigate against over-tourism; spread tourism infrastructure outward via networks	Copy existing models of extremely low-impact tourism development	Maintain existing community and local biz while adding safety measures
Intensity	**Highest**	**High**	**Moderate**	**Low**	**Lowest**
Key Seeds	- Biz Improvement Dist. - Urban Vacant Land - Urban Ag/Heritage Gdn - Cross-Border Art - Main Street Protections - Shuttle Service - Wine Tasting Rooms/Popups - Recurring Events	- Signage & Wayfinding - Adaptive Reuse - Urban Ag/Urban Vacant Land - Recurring Events - Food Truck Parks - Trail System	- Wine Tasting Rooms - Shuttle Service - Food Truck Parks - Urban Ag	- Informal Lodging - Trail System - Craft Retail - Dark Skies - Shuttle Service	- Signage & Wayfinding - Shuttle Service - Craft Retail - Informal Lodging
Network Opps	**Tubac & Sonoita**	**Tubac & Sonoita**	**Sonoita**	**Nogales & Tubac**	**Nogales & Tubac**
Potential Negative Impacts	**Gentrification & Displacement**	**Congestion**	**Over-Tourism**	**Over-Tourism**	**Over-Tourism**

Thank you.

Santa Cruz County 5-Year Tourism Sector Prosperity Plan | **CAPLA Capstone 2023**